Tips for Supervisors for Individual Supervision and Coaching

Purpose:

The supervisor-employee relationship is fundamental for individual and team success. A relationship with their supervisor is cited by employees as key to engagement and reasons for staying in or leaving a job. One-on-One meetings are a forum for focused two-way communication. The employee's responsibility is to communicate what they need from their supervisor. The supervisor's responsibility is to provide feedback and remove obstacles. Additionally, it is an opportunity for the supervisor and individual to discuss the CYFAP practice standards: Thorough and Balanced Assessment, Family Engagement, Collective Decision Making, Permanency, Outcome Driven.

Overview of the Meeting:

Ideal Setting:

- ❖ Located in a safe space appropriate to the type of conversation. Consider using a table, conference room or going for a walk for some conversations.
- ❖ Employee driven – Scheduled with the employee (consider asking them to schedule it) with them bringing in a bulk of the discussion topics.
- ❖ NO interruptions (baring true emergency situations). Consider forwarding your phone to voicemail and putting a sign on your door if you are utilizing your office.
- ❖ Should a supervision/coaching session be cancelled, the canceller is responsible for rescheduling ASAP.

Content:

1. **Relationship & Trust Building -** *The overall objective is to build trust.*
   - Ask how the employee is doing, including their level of worries, concerns, morale, stress, etc.
   - Discuss strengths & successes - what's going well, what they are good at, and how their strengths can be leveraged to the benefit of the team and organization.
   - Discuss and help resolve work-related problems.
   - Should personal issues arise, it may be an opportunity to remind the employee to consider the benefits of the Employee Assistance Program (EAP).
   - Follow-up on any action steps from prior meeting

2. **Workload & Performance -** *Employees should communicate any challenges; Supervisors should seek to remove obstacles, provide guidance and feedback. If the employee needs to make adjustments to their performance, they should know what and why so that they can take the steps necessary to be successful.*

   - Work review: may include case reviews, obstacles, support and/or resources needed, successes, areas of improvement, or data (including attendance, productivity, QA, etc.)
   - Competencies: discuss the "soft" skills & expectations of the division *(Utilize the Competency Guide).* You may discuss division competencies that are not being highlighted for the year because they stand out for that individual.

3. **Goals**

   Note: These may be brief, high-level status/updates or in-depth discussions depending on need.
   - Short term and long term goals
   - Individual's IDP (see end of document)

   Consider:
     - Is the goal on track? If not, why not?
     - What are the challenges to the goal achievement?
     - What's changed and why?
     - Any new priorities that may affect the continued relevancy or achievement of the goal?
     - What are the successes related to the goal?

4. **Feedback from the Team Member**

- Ask the employee for their feedback on you as their leader – are they getting what they need from you?
- Ask the employee for feedback on the division & organization.
- Ask the employee for any ideas they have.

<u>Other Hints & Best Practices</u>

Feedback should add value and have purpose

- Feedback should be specific and utilize examples.
- Feedback, both positive and constructive, must be given timely, thoughtfully, and in a safe space, with the goal of improvement and fail-forward learning.
- Feedback should be provided to the employee and requested from the employee to assist the leaders and organization to be successful.
- Feedback should not make the employee feel defensive.

Sample questions to ask during coaching

- Tell me about your week – what's it been like?
- Tell me about what you've been working on.
- Where do you think I can be most helpful?
- Are you on track to meet the deadline?
- What areas are ahead of schedule?
- What questions do you have about this area of responsibility, or project?
- How are you going to approach this?
- What have you learned about this area of responsibility, or project?
- What didn't go as you had hoped? Why?
- What can you/we do differently next time?
- What suggestions do you have?

<u>Documentation:</u>

Make sure the meeting is documented. Documentation can be handwritten or typed, ideally utilizing the Supervisor's Individual Coaching & Supervision Guide.

The Supervisor and Individual agree upon how notes will be recorded and shared with each other. Retain a copy for the personnel file; scanning or saving into electronic storage is useful. Supervisors are expected to communicate the location of their storage with their direct supervisor/manager.

Signatures are optional. Best practice is to either obtain signatures or utilize email should there be a need to ensure agreement and clarity. This situation generally arises when you are coaching an individual with performance issues, on a PIP (Performance Improvement Plan) or Review Status.

<u>Professional Development / Individual Development Plans (PDP, IDP)</u>

IDPs are utilized as a focused conversation tool for the Individual's long term goals.

- Designed by the employee
- Guided by the leader
- Reviewed at least quarterly
- Can have end points inside or outside the review period
- Have SMART goals, which may occasionally also be included in the quarterly/annual performance review process as appropriate

Consult your leader or the OD/training group for further guidance on IDPs.